
OUTCOME MONITORING SYSTEM

PROGRAM CONCERTAR (GOVERNANCE FOR SUSTAINABLE REGIONAL DEVELOPMENT)

MEMBER OF PROGRAM GESTOR, (COORDINATED REGIONAL NATURAL RESOURCES MANAGEMENT)

Country: Bolivia



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La Paz/Bern, September 2012

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List of Abbreviations

GESTOR	Coordinated Regional Management of Natural Resources
MCM	Mancomunidad/Intermunicipal Association
NR(M)	Natural Resources (Management)
SAC	Clients' Satisfaction
SDC	Swiss Development Cooperation
(S)ME	Monitoring & Evaluation (System)

1. Key Features and Learnings

- The specific, tailor-made SME of CONCERTAR allows for close monitoring of the main program outcomes, based on the current phase planning according to Logframe
- The methodology was developed in a highly professional way, building on a base-line study, computerized data calculation, editing a methodological guideline and publishing 'periodical' monitoring reports as well as reporting to the management
- While the main indicators reflect strongly the intermediary level of interventions of the program and its NR-related interventions, a specific (local) governance index system is used
- The overall SME is complemented by an innovative clients' satisfaction tool (SAC) used by the partners in the framework of inter-municipal projects
- The diversified group of program partners makes it difficult to adjust indicators and progress to each partner; the system has also the merit to have developed some gender-specific indicators
- The current tailor-made system is resource and time intensive. It is currently in its first round of full implementation and might need some adjustment for further practice
- In order to be instrumental for timely adjustment it might need to be scaled down/streamlined
- It is highly important that the core group of the program remains stable to run the system and that it is in use for more than one project phase
- The SME of CONCERTAR demands a high commitment and openness from its partners as well as a good understanding of the system; it can be further developed by a web-based platform responding to specific partners' demands
- It gives inputs to SDC's country monitoring system, but is not linked to a national (or other donor's) monitoring system on governance and NRM

2. Fact Sheet

Monitoring & Evaluation System (SME), CONCERTAR Bolivia	
Developed by	<ul style="list-style-type: none"> CONCERTAR, with support of Helvetas Swiss Intercooperation Bolivia in the frame of the SDC financed programme GESTOR and with technical support from nat. consultants
Applied in	<ul style="list-style-type: none"> 18 'mancomunidades' (intermunicipal associations), comprising 150 municipalities
Purpose	<ol style="list-style-type: none"> Guarantee the effective management of the program by its members Monitor progress at the level of the results by each component of the program Monitor and validate the changes at context level that could influence the development of GESTOR Provide adequate inputs to the Coordination Committee and the programme members in order to allow for decision-making regarding the steering of GESTOR Contribute to the knowledge-management and communication of the programme Give inputs to the monitoring system of SDC in Bolivia
Methodology	<ul style="list-style-type: none"> Core element: base line study with a comprehensive, complex and detailed system of indicators and sub-indicators at the levels of impact, outcomes and outputs. (bi-) annual (focus) group meetings with main programme partners and stakeholders along the defined results and effects indicators, based on the specific CONCERTAR methodology. IT-based index system including governance indicators, each indicator scored (0-5) by focus group, external moderation Annual reporting on progress made at output level of the different components, supported by outcome and context monitoring, and mentioning difficulties and challenges Complemented by other reports/resources/surveys, tools of knowledge-management (in addition) Specific monitoring of the projects of the program members (component 1) by the Clients Satisfaction Methodology (SAC), based on the target group Monitoring cost-effectiveness of Concertar at the end of the phase
Products	<ul style="list-style-type: none"> Base line study Methodological guide and tools with detailed description of indicators (bi-) annual monitoring & evaluation reports Summary with tables for the overall objective and the specific objectives, divided into a series of specific indicators and per indicator into a group of sub-indicators Reports are structured along the program components with a mix of narrative/qualitative statements and quantitative statements, linked to the index system, these tools are specified for each component and for each program member, which have different profiles, comparison amongst members and with earlier periods are shown At the level of the <u>projects of the program</u>, monitoring clients' satisfaction (SAC) with the progress of the projects and using specific KM-tools
Dimensions / aspects addressed	<ul style="list-style-type: none"> Linked to the overall and the specific projects goals. Dimensions are not specifically focused on the five 'core' governance criteria, but comprise <ul style="list-style-type: none"> local economic development, based on NRM concertation, coordination, linkages amongst intermediary partners capacity-building measures project development and implementation through program members knowledge-management at policy level (advocacy, water policies in NR) In some components and indicators, gender-specific aspects are monitored Project specific results are addressed in the various projects of the members Not yet fully designed to measure power relations and/or cost-benefit elements.
Indicators	<ul style="list-style-type: none"> Mix of quantitative and qualitative indicators; quantitative indicators are either in absolute numbers or integrated in an index system Results and effects are also monitored by a quite detailed ranking/scoring through the members Members projects develop their specific indicators, often not directly governance related Gender specific indicators are partly developed
Attribution	<ul style="list-style-type: none"> Considered, as the SME is directly linked to the defined project outcomes/effects. The SME allows to make reference to project related activities and support
Conditions	<ul style="list-style-type: none"> Regular repetition of the IT-based monitoring, at least annually to identify progress and changes Partners' involvement in the different stages, external moderation, the core group of the

	<p>resource persons involved should not change</p> <ul style="list-style-type: none"> ▪ Basic spirit of openness and self-reflection and -criticism among the partners, sharing of the same visions and mission ▪ Considerable chance for rule of law ▪ Support and commitment of the institutional leadership of the different partners/members ▪ Certain level of understanding and capacities among partners ▪ Mid- to long term commitment from project/donor side and professional core team
Remarks	<ul style="list-style-type: none"> ▪ The SME must be designed early during the project planning/inception stage; extensive resources and time have to be considered ▪ The project driven SME can only be run successfully by timely activities and a specific (expert) know-how and experience and with considerable resources ▪ It has to count on the commitment of its partners, leadership and specialists ▪ In order to deliver meaningful results it has to be run over a longer period (min 2 phases) ▪ At SAC level, the system should be linked to project/partners' planning cycle and schedule ▪ Harmonization with national system difficult, as it is project focused, but inputs to SDC's system are made
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3. Introduction and Background

The project and its main outcomes

CONCERTAR is an SDC funded programme (in its second phase 2010-2013, budget 4.8 Mio CHF) under the roof of GESTOR, with the aim to foster the levels of coordination, complementarities and necessary concertation but also competition amongst regional institutions, actors and members of GESTOR in order to foster the quality of life of the rural population in a situation of poverty.

The main goals of the programme are to contribute to public policies in the field of natural resources management, specifically water resources and improved agricultural production with elements of institutional strengthening in a context of inter-municipal (mancomunidades) territorial management and people's participation.

The specific objectives that CONCERTAR has defined are local economic development, specifically food security and adaptation to climate change, consolidating existing practices of participation, concertation, coordination, local co-financing, competition and co-responsibility amongst public and private actors at different levels; building on actors' capacities to develop and implement technical, normative, organizational and managerial proposals.

The key operating strategy are inter-municipal projects, based on sustainable management of water resources and managed by recognized regional institutions, based on regional development plans and focusing on sustainable resources management and including actions for capacity development and complemented by coordinated and joint actions of regional actors and contributing to public policies.

CONCERTAR as a partner of GESTOR operates currently with 18 mancomunidades (comprising 150 municipalities) and a wider number of allied partners as well as 30'000 families as target group.

CONCERTAR – building on successful experiences made in former SDC/IC projects in the country, which are strengthening the inter-municipal level (including platforms) - is working with participatory and capacity-building methodologies, co-financing of (municipal) projects, project implementation by (municipal) partners and focusing on an integrated natural resources management. CONCERTAR defined and regularly monitors at the level of context, impacts/outcomes (1 project goal + 3 outcomes), and products (5 specific results/outputs):

CONCERTAR proposes to foster a better areal management taking into consideration the inter-municipal level and focuses on the links between five actions lines.

1. Coordinated and simultaneous inter-municipal projects
2. Capacity-building
3. Processes and tools for concertation
4. Links between different state levels
5. Public policies focused on areal development

Capacity development, linked with inter-municipal projects are driving this proposal and are complemented by concertation amongst actors and favorable public policies

- 1) **Project overall goal:** Outcomes are formulated along the specific program goals, i.e. 1) local economic development, based on an integrated natural resources management; 2) concertation and coordination amongst public and private actors at various levels and 3) capacity-building of public and private actors in the field of planning of technical, political, organizational projects.
- 2) **Specific results of the project components/products:** Contributing to the specific program objectives, five specific results are defined: 1) inter-municipal projects, combining local economic development with natural resources management are executed by local actors 2) capacity-building of partners 3) platforms for coordination at inter-municipal level in the field of natural re-

sources management, 4) coordination between different state levels again focused on NRM 5) elaboration of policy proposals by local actors in the field of NRM.

Further outcomes are related to a transparent and accountable service provision; improved local management and financial capacities to manage development and attract external funds and investments; inter-municipal and regional cooperation.

Based on previous experiences, CONCERTAR fosters and monitors initiatives of co-funding projects and feasibility studies, based on an economically interesting NRM

Finally, but not taken further into account in the frame of this case study: there are various knowledge management activities and tools to be shared with partners at various levels.

The Outcome Measurement methodology

CONCERTAR has developed and works basically with three types of monitoring tools:

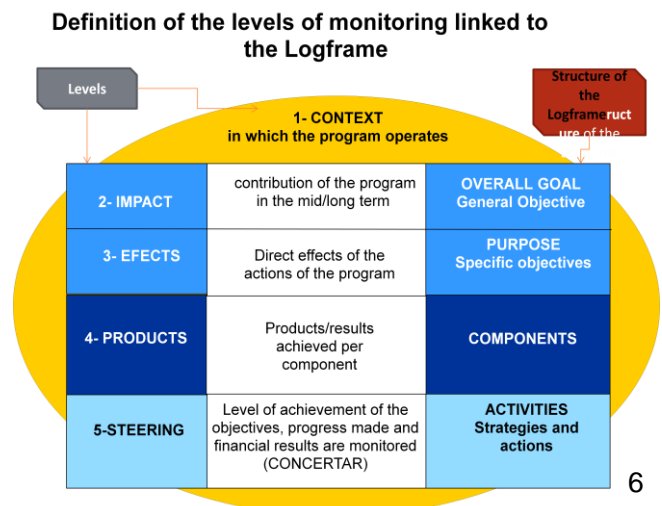
- 1) monitoring project outputs, outcomes and impact as defined in the Logframe and according to (technical) sources of verification (information then gathered mainly through meetings with the programme partners and managed through an IT based index system – see below) and
- 2) monitoring clients' satisfaction (SAC) based on the views of the local actors with regard to the inter-municipal projects
- 3) specific knowledge-management tools (not covered in this case study).

Clients' satisfaction measurement (SAC) fosters the dialogue between the target group (beneficiaries or users) of (inter-municipal) projects and the service providers or project implementers itself. They are implemented by the (inter-municipal) projects themselves and allow for a timely detection of problems in the planning and implementation of the project and to propose solutions rapidly. The SAC tools bring project users and implementers together. The implementer prepares (ex-ante and ex-post) reports, mentioning amongst others successful/satisfying or not performing/deviant elements. Compromises shall be reached so that the project results will reach the clients' satisfaction. Indicators are specific to each (inter-municipal) project, but reflect the specific objectives of CONCERTAR.

The basic idea of this tool is – according to good governance principles – that decision-making shall be accountable, participatory and with shared responsibilities. Currently the SAC tool is not yet applied by all members of CONCERTAR to monitor their project results but is still in a starting phase. It also focuses up to now more on empowerment of the partners and outputs of the projects than on outcomes but shall be extended to the other levels.

The core elements of the SAC are the partners' assemblies where the relevant information project progress is dispatched and discussed and adjustments decided. The information reported in the overall monitoring system is influencing the next yearly plan of operation. Information is given according to the principles of accountability, transparency and participation, but the concrete indicators may vary from project to project.

The four other specific objectives are monitored in a more classical way (see below, regular meeting with programme partners) and are not directly related to CONCERTAR, but to the overall program GESTOR as a whole. Nevertheless, specific action lines and their contribution to the goals are defined for CONCERTAR with a specific focus on the regional management of water resources cooperating with inter-municipal/regional actors.



Context monitoring	Economical, political, social, environmental levels and international cooperation
Impact/outcomes monitoring	Monitoring of impacts/effects at program and family level acc. to general objectives
Outputs monitoring	Monitoring of results / products according to the five specific objectives
Progress monitoring	Direct project achievements per year, with reference to the quantitative targets which are defined in the phase plan and the YPO , linked to the Logframe

4. Application of the Outcome Measurement methodology

Main purpose and link to baseline

The monitoring and evaluation system of GESTOR, of which CONCERTAR is a part, was developed in a tailor made way by the CONCERTAR team for the current program phase. As the program set up and the objectives of the current phase were newly defined, the M&E system had to be conceived from scratch but could partly build on previous phases and is in its logic following the content of the program logframe. It is basically constructed in two levels and steps: 1) an in-depth, multidimensional base line study at household and inter-municipal level and 2) periodical monitoring of program results and effects again at family and various institutional levels. The main project partners were also involved in defining the indicators and the index system.

The purpose of the M&E system is to present information, data and evaluation of the baseline study, to measure every indicator of impacts and effects according to the planned action lines and specific objectives of CONCERTAR as well as per partner, based on quantitative and qualitative rating and scoring of the indicators. Specific attention was given to the gender issue.

The process and actors involved

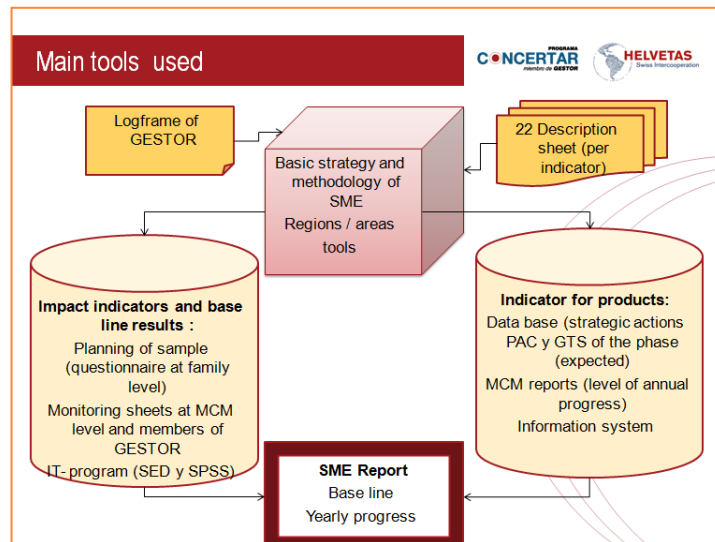
The CONCERTAR coordination team was responsible for the design and quality control of the process. External consultants supported the methodology, information collection and gave inputs for the draft reports. The project partners and beneficiaries acted as key informants (data collection, reports at micro-level). The main steps used for applying the M&E system in CONCERTAR are described below:

	Activity	Who
1	Definition of the specific outcome indicators at the 3 levels (goal, specific objectives, cross cutting topics) and definition of the index system ¹ . Planning and data collection for the base line study according to family categories and all inter-municipal associations, municipalities and communities	CONCERTAR, consultant
2	Quality control of collected information and establishment of an IT-based database	CONCERTAR, consultant
3	Editing of the baseline study, including especially indicators on governance and regional NRM, based on an e-database, followed by sub-indicators and their ranking and scoring; development of the M&E system according to the program logframe	Consultant, CONCERTAR
4	Establishment of half-yearly and yearly M&E reports, including ranking and scoring of	CONCERTAR,

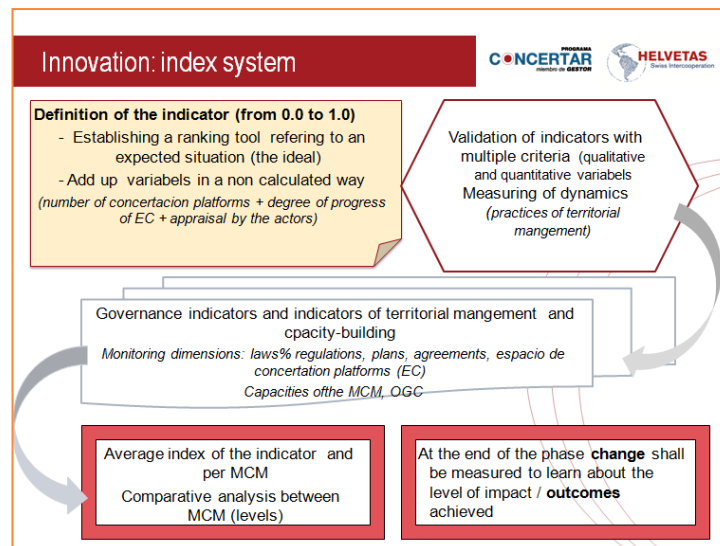
¹ For each governance indicator six different achievement levels have been defined considering the current situation in municipalities and expected change at the end of the Phase. Level 1 (mark 0) refers to situation where the programme partners have taken no actions nor they are interested to change attitude and working approaches. Level 6 (mark 5) is the level where the municipalities have taken initiative and independently apply new approaches and methodologies outside of programme activities

	progress made by the mancomunidades and specific data-collection (<u>mainly through focus group discussions</u>).	consultants and mancomunidades
5	Inclusion of the main lessons learnt for the next yearly work plan	CONCERTAR

Tools



Index system



Indicators

The M&E system includes a limited, but detailed number of indicators linked to the general and specific program objectives. Each indicator is again split into a limited number of sub-indicators (in general 5 to 9 sub-indicators). The system includes different fields of observations with a focus on NRM and also comprises specific indicators on governance and gender issues.

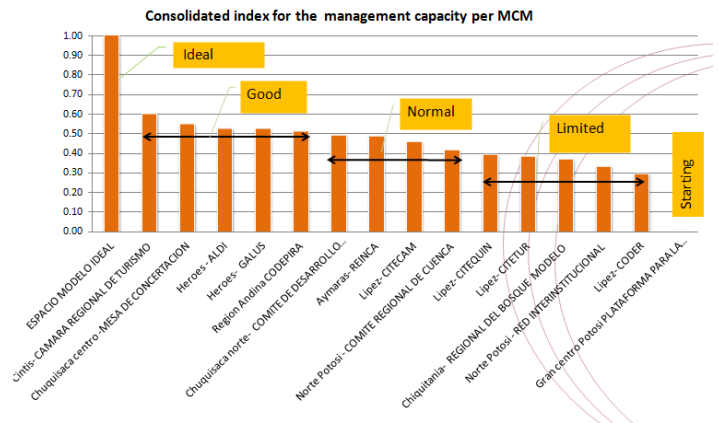
Context monitoring takes place according to selected fields of observation (economical, political, social, environmental conditions and international cooperation, specific sub-themes linked to this area and respective changes (high, middle, negative).

According to the planned specific objectives, indicators of impact and effects are literally defined, a base line (quantitative indicator is defined) and a qualitative index system per indicator is established. This system contains normally four to five levels (from very good, regular, limited, weak and not existing).

We have further on the detailed figures for each CP with its index and scoring system.

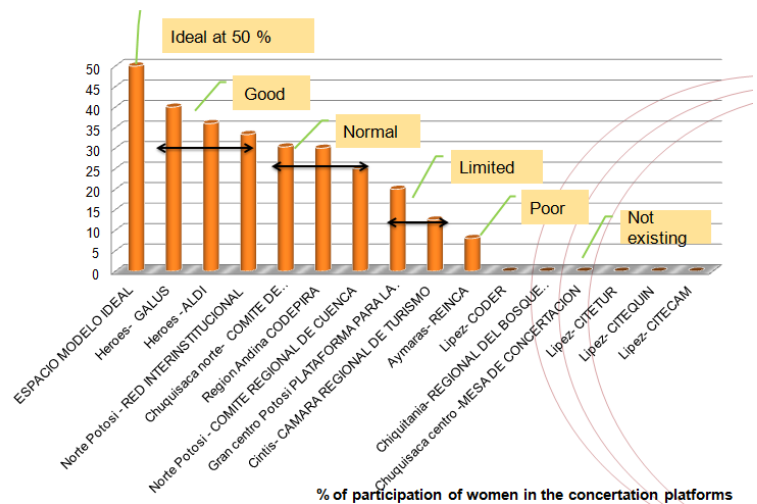
The index calculation is based on three criteria with a different weight for each criteria: institutional (20 %), performance and capacity management (20 %) and facilitation of concrete actions (60%).

This index gives for each CP its level and an average for all CP is calculated. It is used as reference for base line.



Gender Analysis

This analysis was done based on the regular participation of women in each CP.



Specific governance indicators

With specific relevance to (local/regional) governance, the following indicators of impacts and outcome were developed.

Impact indicator: in 20 inter-municipal areas tools and practices of NRM are institutionalized

And linked to this impact indicator are the following **outcome indicators:**

- In 20 inter-municipal areas, public and private actors implement NRM plans
- 10 agreements regarding NRM amongst actors at different state level in at least 3 regions are implemented
- Six inter-institutional platforms on NRM are consolidated and active
- 20 inter-municipal areas of concertation are active and have been institutionally legitimated
- 20 laws/regulations of decentralization and NRM at national, regional and municipal level are implemented and have generated investments for areas of concertation and regional actors

- 30 technical, organizational, established in a coordinated way with relevant actors are implemented in the frame of a regional NRM
- At least 18 program partners (inter-municipal and watershed associations) have developed their institutional capacities in NRM, with focus on water resources.

A chart summarizes and compares the results of the base line study with the progress made. It is built according to the general and specific objectives, a set of respective indicators and their ranking and scoring.

See for illustration of the indicators and scoring system at outcome level (called by CONCERTAR impact and effects) annex 1.

Resources required

The time necessary for the baseline study and report writing was more than six months. Currently at partners' level specific tasks for data collection and processing are assigned as well as to the CONCERTAR specific technical team and specialised consultants. Partners participated and contributed in group discussions, the scoring exercise, presentation and discussion of results.

Products

The main product of the M&E system was the base line study, the methodological guide of the M&E system and the first progress report (2011), including an overview of progress made per specific objective and a final chapter on conclusions and future perspectives, mentioning especially difficulties, challenges and first experiences with the M&E system.

5. Analysis and Main Lessons Learnt

a. The OM methodology

The outcome (or impact and effect) measurement is an efficient and effective tool to measure changes (and progress) at outcome level related to the specific project objectives of CONCERTAR. By a series of ranking and scoring tools and systematic dialogue with the programme partners, it allows for adjustments in the frame of the rigid hierarchical cause-effect system of project planning (such as the logframe), taking into account that outcomes are mainly changes at partners' level. These are often linked to different measures that cannot be directly attributed to the programme only and cannot be measured easily. Partners and beneficiaries were – with different commitment - actively involved during the main steps (design and implementation of the baseline, first reporting, analysis and discussion).

Time and resources invested are considerable but seem adequate for a multi-million programme. The tools applied were rather classical (no specific e-based communication, videos), but such tools e.g. web-based platform) will be developed and integrated in the methodology.

b. Purpose(s) of the methodology

The outcome monitoring is integrated in a wider system of planning, monitoring and validation of effects; this IT-based system has been designed at the beginning of the current phase (2011) and is now operational, starting from a base line survey followed by periodical collection and validation of a complex series of indicators. It covers basically the four key dimensions of monitoring and evaluation: 1) context, 2) impact (linked to the overall objective and effects (linked to the specific objectives, 3) results (linked to the annual planning, 4) coordination (linked to the partner organisations).

c. Which aspects can be measured with the methodology?

Gender equality is first mentioned as one of a series of “strategic principles” guiding the execution of the programme together with governance and cultural diversity. Gender shall be looked at as a transversal topic, integrated in the various project proposals of the members of the programme. In the baseline study already gender equality is one of the dimensions observed and broken down to the degree of representation in the “mancomunidad” and the “intermunicipal producer associations” and the watershed associations, split into overall membership and participation in a technical team of a MCM and then ranked and scored (very good, good, regular, limited). Finally, as part of the results, capacity-development measures specially focused on women have been monitored and a more precise database shall be established with regard to gender issues.

As designed by CONCERTAR the outcome measurement is integrated in the program specific, broader monitoring and evaluation system, but expected outcomes are directly attributed to the specific objectives of the program components, whereas impact is measured at the overall program level. Systematically a series of indicators is defined and measured (by introducing different degrees of success) and periodically compared. This method ends up in a complex system of a limited number of main and sub-indicators and their measurement, treated in an electronic way. After collecting specific reports from the members, eventually completed by case studies, the results are reported (bi-) annually to the respective management levels where they are assessed and corrective measures taken. CONCERTAR yields in this way a detailed picture of its progress and conditions in the context it works. It also allows identifying and disseminating specific good practices. Regarding the aspects of ‘governance’ the first round of (yearly) monitoring allowed for learning of the system and making adjustments.

The monitoring and evaluation system requires a good understanding by its partners of the system and their active involvement in collecting, processing and validation the data. Only then the system can be efficient and the program management can make informed adjustments. It seems that the program was struggling with these requirements in the first year of implementation and keeping the engagement and the capacity of the members remains a challenge.

Looking from outside one gets only the impressions that the key dimensions of ‘governance’ are all addressed correctly as strategic principles and elements of the five components building the programme – but at the level of specific indicators and sub-indicators linked to these components others, more technical indicators partly prevail. As CONCERTAR is focusing on one specific component of governance - the one of NRM – and focusing on inter-municipal organisations this focus can well be justified.

d. Harmonisation and integration

At country strategy level, SDC has in the last years put an emphasis on harmonizing a series of projects that are part of the country programme, operating with the same visions and objectives. That is why a group of projects has been created in the field of regional “governance” and NRM, of which CONCERTAR is part. This group is in the process of designing a common planning, monitoring and evaluation system and makes it first experiences with it since 2011.

At least at country programme level and in coordination with the relevant national actors at different levels (national, regional, local level) completed by relevant associations as program partners– under the umbrella of one donor- GESTOR operates now with a coordinated monitoring & evaluation system.

e. Conditions required and relevance of context

CONCERTAR’s integrated M&E system is a very instrumental methodology to measure programme outcomes at partners’ level. The following elements and conditions are required:

- The monitoring system must be designed early during the programme design stage, right after planning;
- The time and qualified resources required for a comprehensive base line study as part of the system shall not be underestimated;
- The indicators and the scoring system must be properly defined and instrumental for monitoring the project objective during the project life-span system;
- The number of indicators (and sub-indicators) shall remain limited (for management reasons) but relevant (for adjustments and decision-making);
- Partners' involvement in the different stages is crucial, to ensure consideration of context and partners' needs and challenges, as well as their ownership;
- The monitoring must be repeated on a regular basis, best annually. This allows identifying changes and progress made as well as observing changes at income level;
- The core group of the persons responsible as well as the methodology should not change, to ensure consistency and continuation (important for scoring exercise);
- The (annual) monitoring results should be linked to the project/partners' planning cycle and schedule to ensure that learnings are translated into actions;
- External moderation is highly advised to prevent bias by the involved persons, as the system is to a considerable extent based on a self-appraisal of the partners. This is particularly relevant for the scoring exercise, where the moderator has an important task to ensure objectivity;
- Cross-checking of certain monitoring results should be done through complementary tools (citizens' surveys, hard data, other stakeholders' interviews) or specific mirroring exercises by a competent program team.

Following contextual elements are important:

- Support and commitment of the high-level leadership of the partners; only this will ensure accuracy of the results and an adequate follow up;
- Capacity of the different program partners to strive for the same visions and results;
- Basic spirit of openness and self-reflection among the partners and the persons directly involved in the monitoring exercises; if there is a situation of pressure, fear or mistrust, it will be difficult to get accurate results;
- Minimum political stability or at least rules of law; if the situation is unstable, short term interests of partners, change in leadership and staff turnover might jeopardize the system;
- A certain number and level of relevant laws and (development and environmental) plans in the frame of which the program can develop;
- A certain level of understanding and capacities among partners; including analytical capacities to draw the right conclusions out of the OMS monitoring results;
- Mid- to long term commitment from project/donor side; as the quite complex M&E system makes only sense if it is regularly conducted over several years.

6. Concluding Remarks

The monitoring and evaluation system of CONCERTAR, including a specific dimension on outcome measurements (named impact and effects) is a precise methodology to measure changes at outcome level related to that specific project and its partners. It gives a precise picture of its results and effects linked to the planned objectives and activities and cover a wealth of information for the project management and the partners.

From the partners' side, it requires systematic capacities for data collection and adjustments from the involved team and a basic commitment of the leadership together with the program's technical team to make full use of the results of the system. Operating in a complex institutional set-up it needs a quite high quality of coordination and striving for common visions. The system is enriched by a specific understanding and use of the 'SAC' by the users at the level of the projects of the programs partners. Being a rather complex system, whose design and operation need rather specific

capacities and resources it can be questioned if it will be fully maintained operational without a specific project support. It also has the merit to operate in a broader monitoring system that is harmonized inside the SDC's country strategy for Bolivia.

7. References/Additional Information

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8. Annex 1: Overview of indicators of impact and effects (outcomes) (relating to governance)

Overall objective	Indicators Impact	Unit
Improve the sustainable management of Natural Resources (mainly water resources) in the frame of an intermunicipal regional management in order to contribute to a better well-being of the population (quality of life)	IOG 1 At least 20'000 families achieve 15 % higher income by a good management of their natural resources of which men and women benefit	family
	IOG 2 At least 15'000 families in 10 watersheds have improved the availability of and access to water resources	family
	IOG 3 In 20 intermunicipal areas tools and practice of sustainable regional development have been institutionalized	MCM
	IOG 4 The outreach of projects supported by GESTOR is at least 30'000 families in around 20 intermunicipal areas (which include around 150 municipalities) of around 150'000 hectares	family
Specific objective 1: Local Economic Development	Effects (Outcomes)	
Strengthen local economic development, based on integrated management of Natural Resources, mainly water	ISO 1 At least 25'000 (farmer) families have increased their agricultural production by 20 %	family
	ISO 2 In 10 intermunicipal areas quality services related to agricultural production, economic promotion or integrated natural resources management exist	MCM
	ISO 3 In 20 intermunicipal areas, public and private actors implement integrated natural resources management plans	MCM
Specific objective 2: Concertation and Linkages	Effects (outcomes)	
Consolidate institutional and social practices of	ISO 1 Public and private actors implement integrated NRM plans in 20 intermunicipal areas	Agreements

participation, concertation, linkages, competition and co-responsibility amongst public and private actors at different levels	ISO 2 Six interinstitutional platforms linked to the management of NR are consolidated and operational	Platforms
	ISO 3 20 intermunicipal platforms of concertation are operational and recognized by the local actors	MCM
	ISO 4 Fund-raising of at least 3 Mio \$ with allied partners or beneficiaries for the implementation of intermunicipal projects in the field of NR	Mio \$
Specific objective 3: Capacity-building and influencing public policies	Effects (outcomes)	
Count on institutional public and private actors and the civil society, able to develop and implement technical, normative, organizational/management proposals	ISO 1 20 rules and regulations of decentralization and Natural Resources at national, district and municipal level are implemented and have received inputs for areas of coordination and/or regional actors	Rules & Regulations
	ISO 2 At least 18 members of the program (intermunicipal associations and watershed associations) have strengthened their institutional, regional development and natural resources management capacities with a focus on water resources	Members
	ISO 3 Out of the 30'000 families with whom projects are implemented, at least 10'000 women have improved their capacities for the use of integrated water resources, agricultural production and organizational development	Women
	ISO 4 30 technical, organizational and management proposals, coordinated with various actors are implemented in the frame of an intermunicipal regional development management	Proposals